SOCIAL ECONOMY

PARIS UNIVERSAL EXHIBITION (1867)
Prize of 10,000 francs.
New order of awards for establishments where the social harmony and comfort of the work-people have been preeminently conspicuous.

PARIS UNIVERSAL EXHIBITION (1889)
GRAND PRIZE

FIRM OF ALFRED MAME AND SONS

(1796-1893)

PRINTING — BINDING — BOOKSELLING

PATRONAL INSTITUTIONS

TOURS
PRINTING-WORKS OF A. MAME AND SONS

1893

FIRM OF A. MAME AND SONS

(1796-1893)

PRINTING — BINDING — BOOKSELLING

PATRONAL INSTITUTIONS

PARTICIPATION

A. MAME'S ENDOWMENTS — HOMES FOR WORKING PEOPLE

SUPERANNUATION

—

MUTUAL AID SOCIETIES

AWARDS GRANTED TO A. MAME AND SONS

FRENCH EXHIBITION OF 1849

Gold medal. — Cross of Knight of the Legion of honour to Mr ALFRED MAME

LONDON UNIVERSAL EXHIBITION (1851)

PRIZE MEDAL

PARIS UNIVERSAL EXHIBITION (1855)

Grand medal of honour (unique)

ELEVEN AWARDS GRANTED TO COOPERATORS

Cross of Knight of the Legion of honour to Mr FOURNIER, manager of the Printing-Works.

LONDON UNIVERSAL EXHIBITION (1862)

Two medals (Printing and Binding)

Cross of Officer of the Legion of honour to Mr ALFRED MAME

PARIS UNIVERSAL EXHIBITION (1867)

UNIQUE GRAND PRIZE

Classes 6 and 7 (Printing and Binding)

ELEVEN AWARDS GRANTED TO COOPERATORS

UNIVERSAL EXHIBITION OF ROME (1870)

Diploma of honour

Cross of Knight of the Legion of honour to Mr PAUL MAME

VIENNA EXHIBITION (1873)

Mr ALFRED MAME, excluded from competition as member of the Jury, received the cross of Commander of the Legion of honour.

SIX AWARDS GRANTED TO COOPERATORS

PARIS UNIVERSAL EXHIBITION (1878)

Mr ALFRED MAME, being member of the superior Commission of the Exhibition, the firm is excluded from competition.

SIXTEEN AWARDS GRANTED TO COOPERATORS

PARIS UNIVERSAL EXHIBITION (1889)

Mr PAUL MAME, being member of the Jury, the firm is excluded from competition.

SEVENTEEN AWARDS GRANTED TO COOPERATORS

SOCIAL ECONOMY EXHIBITION

ALFRED MAME AND SONS

AT TOURS

PRINTING — BINDING — BOOKSELLING

Generalities on the working of the firm.

The firm of Alfred Mame and Sons was founded at the end of the last century, in 1796, by Mr Amand Mame. — In 1833, Mr Alfred Mame undertook the management of the business, in partnership until 1845 with Mr Ernest Mame, his cousin and brother-in-law.

In 1859, Mr Paul Mame, his only son, entered into partnership with his father, and finally, in 1887 and 1888, the two sons and grand-sons of Messrs Mame were admitted into the firm and in their turn became partners.

Three generations were therefore simultaneously engaged in the same family business.

The firm of Mame rapidly attained a great extension. This vast „ book manufactory " produces annually nearly 6 millions of volumes, and occupies in the centre of the city of Tours a superficies of 2 hectares (nearly 5 acres).

The appellation „ book manufactory " is perfectly applicable to the firm Mame, for there the book is first printed by 25 machine presses,

which occupy, together with the composition and auxiliary services, 150 men, 60 children and upwards of 20 young women.

The book then undergoes the binding in three workshops, magnificent in their arrangement and comfort, and in which are employed 260 men and 250 women and children.

Finally, when entirely finished, the book remains ready for sale in the vast stores of the bookselling department, which can contain more than 7 million volumes. — 50 clerks constitute the staff necessary for all the business of sale and forwarding.

This working population of 800 souls receive annually in salary 850,000 francs, according to the work of each person, either by piece-work or by day-work. It is calculated that the average salary of a man at Messrs Mame may be put down at 5 francs per day, and that of a woman at 2 fr. 50, the day's work never exceeding eleven hours.

In consequence of the excellent organisation of the work, overtime at night and stoppages are equally unknown to this firm.

Hygienic conditions of the workshops.

In order to insure to the workmen the best conditions of hygiene and of salubrity, the workshops have been constructed on the largest possible scale, and they are kept with the strictest cleanliness.

Nevertheless, in winter, when aeration is rendered more difficult from fear of the cold, the heat of the gas contributed much to rarify the air: in certain workshops the temperature rose considerably. In order to remedy this inconvenience, Messrs Mame did not hesitate to sacrifice all their former gas arrangements and have them replaced by electricity, so that now two new engines of 100 horse power, whilst they furnish the motive power to all the machinery, give motion to two powerful dynamos which supply the electric light to 1000 incandescent lamps — a real burden from a pecuniary point of view, it being a well-known fact that in any trade where the work is not continued all night, as at the establishment of Messrs Mame, the

amortization of an electric plant renders this mode of lighting much more expensive than gas.

Homes for working people.

The situation of the establishment in the centre of a city excluded the idea of giving gratuitous lodgings to the working people : a „ *cité* " (Peabody's Buildings style) has been constructed, where 62 families are lodged in habitations completely isolated the one from the other, each having its little garden and forming a quadrangle around a vast square planted with trees, and which serves as a promenade to all the lodgers. — These habitations are not all of equal importance : the rent varies from 156 francs to 237 francs per annum, which is retained for Mr Mame upon the workman's salary. It is beyond doubt that nowhere in the city of Tours could a workman's family find such good lodgings for less than 500 or 600 francs a year, and indeed under much inferior conditions of aeration and salubrity. Accordingly these lodgings are much sought after, and at each vacancy numerous demands are addressed to Mr Mame for the occupancy of a house momentarily vacant. The buildings remain the property of Mr Mame.

Superannuation fund.

After having examined the question of lodgings, let us see what are the provident institutions.

From 1852 to 1893, a superannuation fund has existed in this firm, kept up solely by gratuitous payments of the partners, and established on the following bases :

10 francs per annum for every workman in employment since 5 years.				
30	—	—	—	— 10 years.
50	—	—	—	— 15 years.

These payments are calculated so that a workman entering the establishment at the age of 18 years, might have at his sixtieth year

a superannuation of at least 600 francs if he had alienated his capital, or of 300 francs with capital reserved.

These payments constituted for Messrs Mame an annual sacrifice of upwards of 8,000 francs. — The allocations for the superannuation fund amounted, for the year 1892, to 10,100 francs.

But henceforth a considerable amelioration has been introduced into this institution, which has been amalgamated with the system of participation, as will be further on explained.

Participation fund.

The pecuniary situation of the workmen has been sensibly ameliorated since 1874 by the institution of a participation and provident fund, of the organisation and management of which the following is a résumé.

This fund is constituted by means of the payment that Messrs Mame undertake to make, on the 1st january of every year, of a sum calculated as follows :

1° For the employés of the bookselling department, 3 francs per thousand on the sales concluded by the firm during the preceding year.

2° For the workmen and clerks employed in the binding department, 25 francs per thousand upon the total amount of production.

3° For the workmen and clerks employed in the printing-works, 13 francs 50 per thousand on the amount produced.

The third of the sum represented by this payment is immediately distributed in cash among the workmen and employés of each category, having at least one year's presence in the firm and having attained the age of 21 years, and this in proportion to the amount of their wages or salary, the other two thirds being reserved in order to constitute, under conditions hereinafter detailed, a provident fund. For this purpose, whoever has belonged since a year to the firm, and attained the age of 21 years, is entitled to a bank-book of participation. The two thirds of the payment made each year by Messrs Mame are

accordingly distributed among the owners of these bank-books in proportion to the wages or salary of each of them.

For each bank-book an interest of 5 % is calculated, on the 31st december of every year, upon the amount already inscribed and which goes to augment the capital. — The object of the institution being, on the part of Messrs Mame, to constitute by means of a consented deduction on the business of the firm a capital for the benefit of those who, by long service, have contributed to assure the developement and the prosperity of the undertaking, it is expressly understood that the sums entered in the individual bank-books do not become the property of the holder until after 20 consecutive years of participation. — When a workman or employé has completed his twenty-first year of service, he has the right to repayment of the sums entered to his account in his bank-book. In case of the death of a workman or employé in active service, the sums carried to his account on the 31st december preceding his death are paid either to his widow, or to his children or grand-children, or to his parents (ascendants).

This institution has been in activity in the above manner for the last 19 years in the Mame firm, and it may be asserted that the results have been equal to the sacrifices made.

The sum paid by Messrs Mame towards the participation of their work-people amounted, at the end of 1892, to 44,759 francs. — This amount was distributed among 345 participants, who remained creditors of the firm for 237,500 francs [1], capital the interest of which paid at the rate of 5 % represents a further annual sacrifice of 2 %, it not being possible to estimate the present interest on money in France at more than 3 %.

Such are the general results of this endowment. Considered from the point of view of the advantages offered to the workman individually, the participation (share of profits) is equivalent in general to 8 % of the salary. So that a workman who has drawn an

[1] See the tables hereinafter.

average salary of 5 francs per diem, will at the year's work be entitled to receive about 120 francs, of which 80 francs will be carried to his credit on his bank-book, in augmentation of the capital constituted by previous participations. At the end of twenty years, that is to say towards the age of forty years, the interests having accumulated each year, the workman will find to his credit a capital of from 3,000 to 4,000 francs.

Munificent gift.

MODIFICATION OF THE ABOVE INSTITUTIONS

On the 8th january 1893, Mr Alfred Mame, on the occasion of the celebration of the sixtieth anniversary of his having taken charge of the firm, made a donation of 200,000 francs to his employés in recognition of their good services. — This sum was distributed to each according to the following bases : the amount of 4 working days multiplied by the number of years of presence.

On this occasion, and in view of adding a greater stimulus to economy, Messrs Mame decided to modify the participation of their collaborators in the amount of business transacted, obliging them at the same time to invest one half of their share in the National superannuation Fund (*Caisse nationale des retraites*).

According to this new arrangement, the conditions of which will be found in detail later on[1], each collaborator of the firm will receive in cash, each year, one half instead of one third of his share in the participation. The heads of the firm will pay the other half, in capital reserved to the heirs, to the National superannuation Fund, adding thereto an equal sum. This new and considerable sacrifice of Messrs Mame will take the place of the payments hitherto made to the superannuation Fund (of the firm) as previously mentioned.

[1] See page 14.

Pursuant to these new arrangements, the payments combined of workmen and masters will make it possible to obtain much more satisfactory rates than previously.

Divers endowments.

Messrs Mame were not contented with having assured to their workmen private lodgings, healthy and cheap, a reasonable salary increased by a participation in the business, and a superannuation that ensured the repose and comfort of old age, and a small provision for their children, they also endeavoured to help the rest of the family to fulfill all its wants.

In this idea, number of schools are supported by them in the city of Tours, where very many children of their workmen receive gratuitous instruction.

Infant schools and asylums have been founded, where the women can leave their children during the time they are occupied at the workshops.

On the occasion of the establishment of a cooperative bakery, they helped their workmen to subscribe, by giving to each subscriber one half the value of his share, and advancing him the other half.

Nothing has therefore been neglected to facilitate the practical life of the workman and of his family. The following will show how he is aided during the crises that may result from malady.

Endowment.

The institution known by the name of « Mame Endowment » has for object to assure medical attendance and gratuitous pharmaceutical requirements to the wives and children of the workmen, as also to the young women employed by the firm. Help is also given when the military regulations require the momentary absence of

workmen called out for service in the army reserve or in the territorial army, as well as for funeral expenses in case of death.

The Endowment renders the greatest service to workmen's families; the importance of which can be estimated by the total amount of assistance of all kinds given, which amounts annually to about 10,000 francs.

In 1892, the total expense was 9,070 francs for aid given to 750 or 800 people.

Mutual benefit societies.

Messrs Mame have contributed by generous donations to the foundation of two benefit societies : one established in the printing workshops, and the other in the binding department.

Divers helps.

Besides the above, other helps have been distributed to the workmen and their families as effectual assistance, such as clothing, fire wood, coal, tickets for bread and butchers' meat, or in money.

Benevolent superannuities.

The widows of workmen and faithful servitors of the firm have also their share in these liberalities, and under these heads 13,850 francs have been given in 1892.

Amount of sums devoted to the patronal institutions.

Altogether, each year, Messrs Mame deduct from their business a considerable sum destined to ameliorate the situation of their working-people, the total of which amounts :

In 1888, to 78,534 francs on 853,600 francs of salary, and in 1892, to 77,779 francs.

These figures, which do not either include the sacrifices made to pay the interests of the participation nor the difference between the actual rental value in the « Cité » and the rents really paid, give a proportion of more than 9 % of the salaries, or 98 francs per head.

Results.

But what are the results which compensate all these sacrifices? First of all the remarkable stability of the people employed by the firm is worthy of attention.

It is in fact to be noticed that among those employed by Messrs Mame, there are several workmen or employés who count 40 years of service, and the fourth of them have been occupied by the firm for more than 20 years. Lately a workman died who had 58 years of service, and upon whose tomb one of the heads of the firm rendered a supreme tribute to his memory.

The feelings between masters and workmen are excellent and evidence a real affection, which has been more than once feelingly manifested: particularly a few days since on the occasion of the *diamond wedding* of Mr Alfred Mame.

Every contestation between master and workman on the subject of salary is absolutely unknown. No kind of effort for a strike has ever been tried.

It is but just to say, on the other hand, that the heads of the firm have always engaged all their efforts to avoid a stoppage, even momentary, choosing rather to print more than required, in advance, so that all hands should continue occupied.

Intemperance is not tolerated by the firm, but is punished by unpitying dismissal, and the strictest supervision is exercised in the workshops with regard to morality.

It may be added that the Sunday rest is rigorously observed and that Monday spreeing is unknown. This suffices to show what may be obtained by masters who are truly attached to the physical and moral welfare of their workmen.

Participation and superannuation.

NEW ARRANGEMENTS CONCLUDED ON THE 8th JANUARY 1893

Messrs Mame, considering that the provident aim they had in view in founding the Participation Fund would be better attained by reserving for superannuation a greater part of the sum allotted to each of the collaborators, have decided as follows :

1° Pursuant to art. 13 of the regulation established in 1874, the superannuation fund shall be wound up from 1st of next march, that is to say that all the participants shall receive the amounts entered to their credit in the firm, with interest up to that date.

2° The payments made each year, on the 1st january, by Messrs Mame will be continued on the bases previously established.

3° Every employé or workman belonging to the firm for at least one year, and having attained the age of 21 years before the 1st january last, is participator.

4° At the end of each working year one half of the participation will be remitted to the participants, and the other half shall be invested in the National superannuation Fund, reserved capital in favour of the heirs. Messrs Mame will add the equivalent to this half, as capital also reserved for heirs.

5° The liquidation of superannuations will take place at the age of 55 years, with the faculty of prorogation until the age of 60 for those who desire it, Messrs Mame continuing in such case their payments until the expiration of the prorogation. From that moment the amount of participation will be received integrally.

6° The participants whose claims have been paid up will have the right of investing every year the amount of their participation in the National superannuation Fund, Messrs Mame paying thereto an equal sum ; but if they prefer to draw their money integrally, one sole payment of one third of the participation will be made by Messrs Mame.

7° A bank-book on the superannuation fund shall be granted to

all, employés or workmen, who have not yet had any, except in case that age would render such an operation infructuous. In such case, the payments would be made to the Savings-Bank, with repayment at the age of 55 years, according to the conditions of article 6.

8° All the bank-books of the superannuation fund which are fixed at 50 years are prorogued to 55 years.

9° For the present holders of Savings-Bank books, Messrs Mame will each year make payments, according to the conditions of article 6, until the time fixed for repayment.

10° After the liquidation of the superannuation fund no further payments will be made directly to the holders, but the present and those whose liquidation will ensue during the year 1893 will still continue to draw the 50 francs annually which Messrs Mame will pay them.

11° Every participant, discharged or having resigned, who shall have quitted the firm during the year, will be entitled to draw, on the 31st december after his departure, the total amount of his share, Messrs Mame reserving to themselves their rights of creditors in case he should be debtor to the firm. The same would be done, in case of death, for the legitimate heirs, widows, children, grand-children and ascendants.

Should such right of participation not have been claimed before the end of january, the amount will be paid into the funds of the benefit society of the workshop to which the participant belonged.

12° The sums to be paid in accordance with the preceding conditions are to be considered as granted especially as liberalities and for food, and as such are incessible and unseizable.

13° Messrs Mame reserve to themselves and to their successors the absolute right to modify or annul at any moment the preceding regulations, such measures, however, not having any retroactive force.

SUPERANNUATION FOR EMPLOYÉS

Based on the theory of an employé earning 1,200 francs at 21 years, 1,800 francs at 26 years and from 2,400 to 3,000 francs at 31 years of age.

AGE	AMOUNT of SALARY	PARTICIPATION distributing about 12 %.	DEDUCTION of half of participation.	DONATION of Messrs Mame. — SUM EQUAL to half of the participation.	INCOME OBTAINED		CAPITAL RESERVED FOR HEIRS	
					at 55 years.	at 60 years.	55 years.	60 years.
21 years.	1,200 »	144 »	72 »	72 »				
26 years.	1,800 »	216 »	108 »	108 »	1,002 »	1,600 »	8,712 »	10,152 »
31 years.	2,400 »	288 »	144 »	144 »				
—	3,000 »	360 »	180 »	180 »	1,158 50	1,857 »	10,440 »	12,240 »

SUPERANNUATION FUND

Examples of the results of the new system.

AGE at FIRST PAYMENT	AMOUNT of salary per diem.	PARTICIPATION distributing 8 % (Binding 1892.)	ONE HALF of the Participation kept back.	GIFT of Messrs Mame equal to one half of the Participation.	INCOME OBTAINED		CAPITAL RESERVED FOR HEIRS	
					at 55 years.	at 60 years.	from 55 years.	from 60 years.
21 years. . . .	4 francs till 26 years of age.	96 »	48 »	48 »	488 60	776 60	3,960 »	4,560 »
	5 francs from 26 years of age.	120 »	60 »	60 »				
26 years. . . .	5 »	120 »	60 »	60 »	373 45	599 60	3,480 »	4,080 »
30 years. . . .	5 »	120 »	60 »	60 »	281 50	458 15	3,000 »	3,600 »

PROGRESS OF TH

SINCE ITS FOUNI

1° DIVIDEND PAID TO THE BEARERS OF BANK-BOOKS	1874	1875	1876	1877	1878	1879	1880	1881	1
Sums inscribed on the bank-books	28961,80	29396,75	29087,95	29996,50	22923,72	20940,58	18907,30	19137,65	18
Sums paid directly	14608,20	14857,25	15198,05	15159,50	11456,36	10470,07	9453,45	9568,70	9
2° DIVIDEND PAID TO PERSONS WHOSE FUNDS HAVE BEEN REIMBURSED. . .	»	»	»	»	11608,92	10981,35	12112,25	12386,65	12
TOTAL of the amounts paid by Messrs A. Mame and Sons .	43570 »	44254 »	44286 »	45156 »	45989 »	42392 »	40473 »	41093 »	42
Annual average.									
ANNUAL VALUE OF THE CAPITAL Interest and dividends of the year included	30409,88	62488,68	91394,73	123559,17	111366,70	133518,95	140030,46	156958,03	161

PARTICIPATION

ION IN THE FIRM

	1883	1884	1885	1886	1887	1888	1889	1890	1891	1892	TOTALS
0	19657,03	22186,95	20779,08	19151,90	19060,83	20097,69	19120,44	19355 »	18932,67	18699,08	415237,82
»	9828,52	11092,78	10388,99	9575,95	9530,33	10049,50	9559,80	10743,87	9723,88	11044,65	211728,85
0	16093,45	17941,27	14267,93	17878,69	17935,43	18360,17	17729,66	16847,35	16995 »	15015,28	230279,50
»	45579 »	51221 »	45436 »	46606,54	46526,59	48507,36	46409,90	46946,22	45651,55	44759,01	857246,17

45 118 fr. 22

26	175997,30	188341,13	189664,85	199765,83	205371,16	217263,22	225693,76	230336,38	247534,91	237686,82	

TABLE

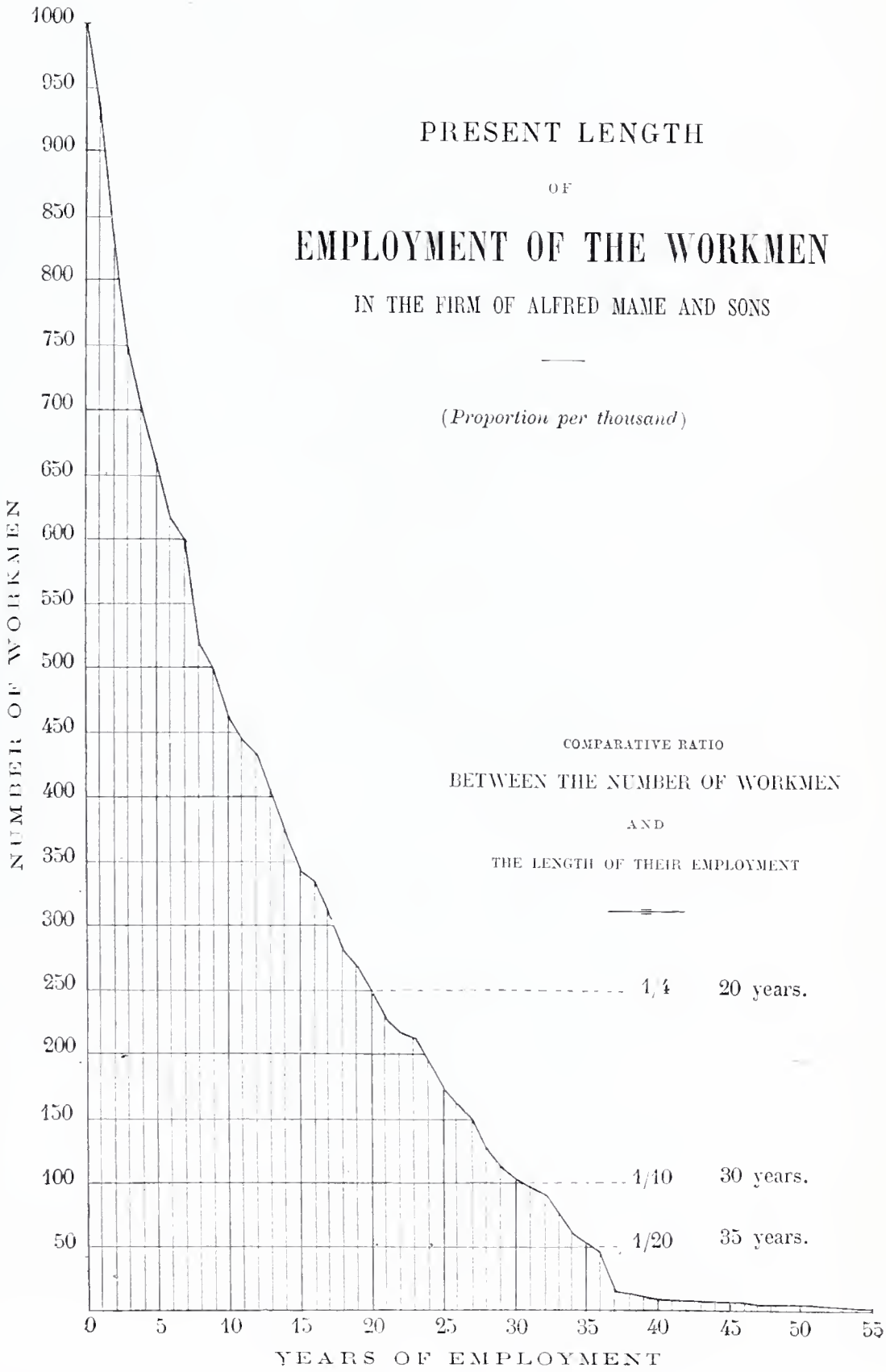
OF THE AMOUNTS DEVOTED TO THE PATRONAL INSTITUTIONS

FOUNDED IN THEIR FIRM

BY

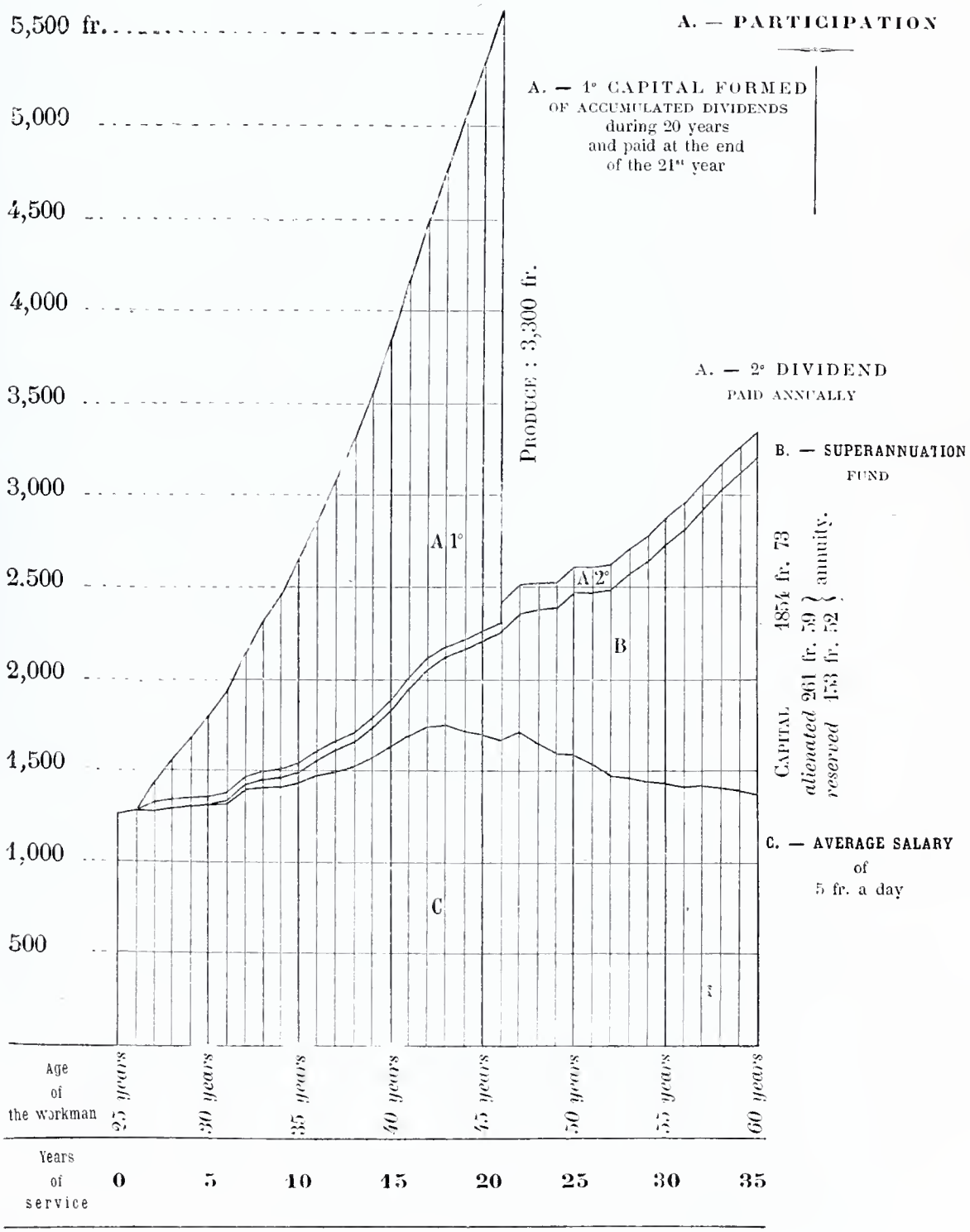
MESSRS ALFRED MAME AND SONS

	ANNUAL AVERAGE since the foundation of each institution.	IN 1892	ANNUAL AMOUNT for 1000 persons.
	FR.	FR.	FR.
I			
PARTICIPATION FUND			
SYSTEM FOUNDED IN 1874			
Number of participants in 1892 . . . 345			
Present amount of capital . 237 500 fr.			
Amounts contributed by Messrs A. Mame and Sons.	45 381	44 759	150 600
II			
SUPERANNUATION FUND			
FOUNDED IN 1852			
Number of participants in 1892 . . . 260			
Amounts contributed by Messrs A. Mame and Sons.	8 193	10 100	36 000
III			
BENEVOLENT SUPERANNUITIES			
HELPS IN MONEY AND IN KIND			
Number of pensioners in 1892. . 23 } 303			
— of persons assisted » 280 }			
Amounts paid by Messrs A. Mame and Sons.	9 000	13 850	155 000
IV			
MAME ENDOWMENT			
FOUNDED IN 1863			
Number of persons receiving medical attendance including drugs. 800			
Amounts paid by Messrs A. Mame and Sons.	10 000	9 070	11 200
ANNUAL AVERAGE.	72 574	77 779	


PRESENT LENGTH
OF
EMPLOYMENT OF THE WORKMEN
IN THE FIRM OF ALFRED MAME AND SONS
(Proportion per thousand)
COMPARATIVE RATIO
BETWEEN THE NUMBER OF WORKMEN
AND
THE LENGTH OF THEIR EMPLOYMENT
1/4 20 years.
1/10 30 years.
1/20 35 years.
NUMBER OF WORKMEN
1000
950
900
850
800
750
700
650
600
550
500
450
400
350
300
250
200
150
100
50
0
5
10
15
20
25
30
35
40
45
50
55
YEARS OF EMPLOYMENT

AVERAGE SITUATION OF A WORKMAN FROM 25 TO 60 YEARS OF AGE

ACCORDING TO HIS AGE AND THE LENGTH OF HIS SERVICE

AS FIXED BY THE PROVIDENT REGULATIONS

OF THE FIRM OF A. MAME AND SONS